

# LINKAGE

The 2004 Linkage  
**Excellence in Management &  
Leadership Series**

## **Lessons in Leadership**

### **Participant Guide**



Featuring Sir Richard Branson

**LINKAGE**  
*INCORPORATED*

© 2004 Linkage, Inc. All rights reserved.

Dear Participant:

Welcome to the Linkage broadcast, *Lessons in Leadership*. This is the last of ten broadcasts in Linkage's 2004 Excellence in Management & Leadership Series and features Sir Richard Branson, billionaire entrepreneur and Chairman and CEO of the Virgin Group Ltd, a conglomerate of 350 companies including Virgin Atlantic Airways, Virgin Mobile, Virgin Records recording label (sold in 1990 to EMI and now competing with V2, Branson's new recording label), and the newly-formed Virgin Galactic, offering public space travel.

In this 90-minute broadcast, Sir Branson will answer questions from the audience and draw from his extensive experiences in business and industry as well as from his personal life to provide lessons in leadership. Sir Branson will be addressing:

- Empower your people to succeed.
- Lead with all you've got.
- Brand, brand, brand. There are over 350 Virgin companies – all different yet all Virgin.
- Have fun.
- ...and whatever YOU want to know!

These participant materials have been designed to complement your participation in this broadcast with Sir Branson. Use the materials **before** the broadcast to learn more about Sir Branson, his background, and his leadership philosophy.

Sir Branson will respond to questions for the entire 90 minutes of this broadcast. Use the materials **during** the broadcast to record your notes, ideas, questions, and insights. Throughout the broadcast, you can submit questions directly to Sir Branson via fax, telephone, and/or email. Your submission of questions is critical to the success of the program.

Most importantly, use the materials **after** the broadcast to help you implement the principles and techniques as you lead your organization. Use the materials as your ongoing source of renewal, energy, and direction.

## About Linkage

Linkage, Inc. is a global organizational development company that specializes in leadership development. Serving the public and private sectors, the Company provides clients around the globe with integrated solutions that include strategic consulting services, customized on-site training experiences, tailored assessment services, and benchmark research.

With a relentless commitment to learning, Linkage also offers a full range of conferences, institutes, summits, public workshops, and distance learning programs on leading-edge topics in leadership, management, HR, and OD. More than 100,000 leaders and managers have attended such a Linkage program since the Company's founding in 1988.

Linkage is headquartered in Burlington, Massachusetts, with regional offices in Minneapolis, Atlanta, San Francisco, London, and Brussels. On two occasions, Linkage has been named to the Inc. 500, a list of the fastest-growing private companies in the United States.

## Upcoming Events

Linkage's broadcasts represent the best in leadership and management thinking, providing you with:

- Idea-generating presentations from well-known and inspirational leaders
- A convenient, on-site option for educating your leaders and managers
- An innovative vehicle to deliver and drive the learning

Please join us in 2005 as we continue to bring you top leaders and leadership experts to help you refine your leadership skills. Our spring series will include:

### ***Authentic Leadership*** – **Bill George**, former CEO of Medtronic

Mr. George took Medtronic – already a good company – to a great one, growing market capitalization from \$1.1 billion in 1989 to more than \$60 billion when he retired in 2002. Mr. George will speak to his success and the role that authentic leadership played in his achievements at Medtronic. Mr. George will detail how mission-driven and values-driven companies outperform those that are driven primarily by financial performance.

### ***Developing Your Bench*** – **Rick Beluzzo**, CEO of Quantum Corporation and former President & COO of Microsoft, and **Jay Conger**, management guru and author of Building Leaders and Learning to Lead.

Beluzzo is responsible for overall business strategy and operations at Quantum and had similar charters at Microsoft. He believes that people are an organization's greatest resource, and has been passionate about and committed to fostering and supporting

initiatives designed to develop the leadership teams within both Quantum and Microsoft. Teaming with Beluzzo is Jay Conger, ranked by *Business Week* as fifth in the top ten list of management gurus and the top business school professor to teach leadership to executives. He is the top ranked professor at USC's core MBA program, consults with corporations worldwide and is the author of many books, including Building Leaders and Learning to Lead. Together, Beluzzo and Conger will share strategies for developing your leadership bench.

***Coaching to Win: Building People & Teams Who Perform*** – **Mike Krzyzewski** (aka Coach K.), head basketball coach at Duke University, and **Catherine McCarthy**, Ph.D. and author of Leading on the Edge.

Coach K was recently named top coach of the last 25 years by ESPN.com users and his team, the Blue Devils, was ranked the top overall basketball team of the last 25 years. He is the author of Leading With the Heart: Coach K's Successful Strategies for Basketball, Business and Life. As a result of his success as coach and leader, Coach K was named the Executive-in-Residence to the newly-created Coach K/Fuqua Center on Leadership & Ethics. Dr. McCarthy possesses distinctive expertise in the areas of organizational leadership, learning and change. With a focus on executive coaching, leadership development and group facilitation, she has helped many top executives and their teams focus to achieve their vision and strategic goals. McCarthy, the co-author of Leading on the Edge has a B.A., cum laude in psychology from Princeton University, a Ph.D. in clinical psychology from the Illinois Institute of Technology, and has earned a fellowship from Yale University's Consultation Center.

***Starting, Steering & Sustaining Change*** – **Malcolm Gladwell**, author and New Yorker Magazine journalist.

The ability to master the complexities of an ever-changing corporate environment is central to the career success of leaders and the business success of organizations. Today's executives are struggling to create internal strategic unity within a chaotic external environment; with his breakthrough concept of "the tipping point," Malcolm Gladwell gives us a handle for understanding and managing change. In his international bestseller, The Tipping Point: How Little Things Can Make a Big Difference, Gladwell describes how ideas and trends start and spread, providing people with insight into how to ignite, steer and/or sustain their own change or trend. In his forthcoming book, Blink, Gladwell analyzes intuition, or how we know what we know. Drawing on cutting-edge neuroscience and psychology, he explores how good or bad decision-making has nothing to do with how much information we can process quickly, but on the few particular details on which we focus. Using this research, Gladwell reveals how we can become better decision makers in our business environment and tip the scales in our favor.

Check Linkage's website (<http://www.linkage-inc.com>) for additional programming, details, and dates.

## TABLE OF CONTENTS

About Linkage.....	2
Upcoming Events .....	2
<b>TABLE OF CONTENTS.....</b>	<b>4</b>
<b>SECTION 1: PROGRAM MATERIALS</b>	
Introduction and Basic Premise.....	6
Question-and-Answer Session.....	6
When the Session Has Concluded.....	7
Pre-Broadcast Reading: Richard Branson – Rebel Billionaire .....	8
Pre-Broadcast Reading: Being Virgin .....	10
During The Program .....	13
Notes .....	14
Post-Broadcast Activities.....	19
Materials Written By or About Richard Branson.....	27
<b>SECTION 2: FORMS</b>	
Question Sheet.....	29
Evaluation Form .....	30

## **SECTION 1**

### **PROGRAM MATERIALS**

## Introduction and Basic Premise

As a leader...

*...you have to make decisions about people, events unfolding, and you usually have to spend money in order to make more. One of the sad realities of big business is that often people tend to forget the bit about making decisions, which is why so many large companies seem to suffer from inertia. One of the reasons that we run Virgin as a series of independent businesses is precisely to keep people focused on managing their individual companies and keep the decision process fluid. It's worked for us.*

Richard Branson

As flamboyant as he is, Richard Branson's lessons in leadership may be understated. The final, almost off-handed comment above: "It's worked for us," belies the fact that Virgin Group now comprises 350 companies that took in \$8.1 billion in revenues last year and have some \$450 million in cash on hand. Branson's lessons certainly HAVE worked!

From ballooning to bridal wear, commercial space travel to mobile communications, Branson has accumulated more than massive wealth and fame. He's accumulated lessons from his successes and will share those lessons with us.

## Question-and-Answer Session

Sir Branson will dedicate the entire 90 minutes of his live broadcast to answer your questions. Complete the Question Form found on the next to last page of this participant guide and:

- If you are participating in the live presentation of this program, fax, e-mail, or call in your questions using the instructions on the Question Form. Your seminar coordinator may collect your questions and send them in collectively.
- If you are participating in a recorded presentation of this program, share your questions with your seminar coordinator to be used during your post-broadcast activities.

### When the Session Has Concluded

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs – and we rely on you to help make this happen. Please complete the program evaluation form on the last page of this guide or online at: [http://www.linkageinc.com/disl/satellite\\_evals.shtml](http://www.linkageinc.com/disl/satellite_evals.shtml).
- To further reinforce your understanding of today's information, as well as hone other aspects of your leadership skills, complete the recommended post-broadcast activities that begin on page 19 of this participant guide.



## Pre-Broadcast Reading: Richard Branson – Rebel Billionaire

In a recent Fast Company article (<http://www.fastcompany.com/magazine/87/branson.html> October 2004), Branson relates how fortunate he was to experience a hurricane on Necker, his private Virgin Island (in the British Virgin Island chain). “I hate the idea of not experiencing something. It was a completely awesome experience. Just watching the seas, and the velocity of the wind, and the sounds. It was fantastic.”

And sitting in the relative safety of his house – built to withstand 180-mph winds – was not the experience Branson was talking about. “I actually just sat in the swimming pool and kept my head as low as possible. It was fabulous.”

One would not be surprised if Branson initiated Virgin Extreme– an adventure company where you would sit strapped to an aluminum lawn chair in an electrical storm, or dangle on helicopter ladder as you are shuttled over an active volcano – based on his experience in the aforementioned hurricane. One WOULD be surprised if the venture failed.

Brash and bold, Branson is also competitive and calculating. Take, for example, one of Branson’s newest business ventures, Virgin America, a discount airline with operations out of San Francisco. True to Branson’s philosophy of pursuing businesses in industries that are floundering (as is the US airline industry), he believes that the market is ripe for his Branson touch. Marketing guru Al Ries says Branson’s too late: “At this late stage, it’s hard to imagine any angle they can come up with.”

Hard for Ries to imagine, possibly. But not hard for Branson who relies on his gut instinct in making many of his decisions. To set the stage, Branson is using his upcoming reality show entitled *The Rebel Billionaire* to not only compete with NBC’s highly rated *The Apprentice* (featuring Donald Trump), but also to blatantly plug his new airline.

When asked, “Is there a danger that the more businesses you launch, the more the brand gets diluted?” Branson replies:

*People have been asking me that same question every year we’ve been in business! The fact is, Virgin is unique and can’t easily be compared to other brands. Research as recently as this year shows that we’re one of the UK’s top three favourite and most respected brands.*

*Clearly in the eyes of the consumer the brand has not been diluted, but we must guard against that happening at all costs. Our model is to develop each business separately with its own shareholder and management – this way we can concentrate on the job in hand, rather than be part of some enormous and faceless conglomerate. We don’t actually plan to launch new businesses over the next few years, but we are planning to take the ones we have into new territories.*

Like sub orbital space.

*Richard Branson is the most exciting and personable businessman alive since Steve Jobs back in the 80’s. He has achieved what most young professionals could only dream of: incredible wealth, fame, and acknowledgment, all the while still managing to have a good time.*

AskMen.Com,  
an online men’s  
magazine with five  
million readers/month

Branson thinks the time is right to dive into commercial space travel. For £115,000 (US\$190,000), space travelers are treated to a three-hour flight 80 miles above the earth. Who would do this? Well, within two months of the announcement of Virgin Galactic, more than 7,000 people have signed up!

On the first flight will be Richard Branson's father, mother, and two children. Branson's wife, Joan, will not be on the flight because, "she thinks we're all mad" Branson is quoted as saying in the Sun.

Most everyone thought Branson mad when he started Virgin Atlantic with one airplane. "We started the business in 1984 and almost all my colleagues at Virgin said I was completely mad to go into the airline business. The newspapers said calling an airline Virgin was mad. The company is now worth over £1 billion, it has fantastic people working for it, and every time I see a Virgin tail fin at an airport around the world, I feel genuinely proud that we changed the way the airline business worked in the capitalist west."

He may be mad, but the world is mad for Richard Branson. According to UK surveys, Branson is:

- GQ entrepreneur of the year 2002
- Most admired businessman in the UK
- Number one role model for students
- Number one choice for London mayor
- Number one choice for a father
- Number two choice for President among youth (after Blair)

You may wish to visit Virgin's website (<http://www.virgin.com>) for:

- Information about Richard Branson  
(<http://www.virgin.com/aboutvirgin/allaboutvirgin/whosrichardbranson/default.asp>)
- Answers to questions that are commonly asked of Branson  
(<http://www.virgin.com/aboutvirgin/allaboutvirgin/richardreplies/default.asp>)

One thing is clear: Branson = Virgin = Branson.

Branson and 24 other of the most influential businesspeople in the past quarter century are profiled in Nightly Business Report Presents Lasting Leadership: What You Can Learn from the Top 25 Business People of our Times. Published by Wharton School Publishing, the profiles in Lasting Leadership teach "specific lessons you can use to discover, refine, and nurture your own leadership style; achieve breakthrough results; and accelerate your career progress." Visit [www.whartonsp.com](http://www.whartonsp.com) for more information.

## Pre-Broadcast Reading: Being Virgin

The following information comes from Branson's Virgin website: <http://www.virgin.com> and gives a glimpse into the philosophy that is Virgin and Richard Branson.

### The Company

Virgin [is] one of the most diverse brands in the world. Although the Virgin group is a family of businesses with a shared brand, all of the companies run independently. Often the companies are set up as joint ventures with other partners, so they all have different shareholders and boards.

All the markets in which Virgin operates tend to have features in common: they are typically markets where the customer has been ripped off or under-served, where there is confusion, and/or where the competition is complacent.

In these markets, Virgin is able to break into the market and shake it up. Our role is to be the consumer champion, and we do this by delivering to our brand values, which are:

- Value for Money
- Good Quality
- Brilliant Customer Service
- Innovative
- Competitively Challenging
- Fun

Richard Branson set out with these principles in mind in the 1970s and they still really define what Virgin is all about. Most companies in the world have a set of brand values, which in a lot of cases can be completely meaningless. Virgin believes that the most important thing is the way those values are delivered and brought to life. Here [are] some examples of the ways that Virgin delivers its brand values:

- **Value for Money:** Simple, honest, and transparent pricing – not necessarily the cheapest on the market (e.g., Virgin Express and Virgin Blue Australia – low cost airlines with transparent pricing – you only pay for the basics).
- **Good Quality:** High standards, attention to detail, being honest and delivering on promises (e.g., Virgin Atlantic Upper Class Suite – limousine service, lounge, large flat bed on board, freedom menu, etc.).

- **Brilliant Customer Service:** Friendly, human, and relaxed; professional but uncorporate (e.g., Virgin Mobile UK which has won awards for its customer service, treats its customers as individuals, and pays out staff bonuses according to customer satisfaction survey results).
- **Innovation:** Challenging convention with big and little product/service ideas; innovative, modern and stylish design (e.g., Virgin Trains new pendolino – fast tilting train with shop, radio, digital seat reservations, and new sleek design.....rolling out across the network now).
- **Competitively Challenging:** Sticking two fingers up to the establishment and fighting the big boys – usually with a bit of humour (e.g., Virgin Atlantic successfully captured the public spirit by taking on British Airway's (BA's) dirty tricks openly – and winning; later, advertising messages such as *BA Don't Give A Shiatsu* both mocked BA and delivered a positive message about Virgin's service).
- **Fun:** Every company in the world takes itself seriously so we think it's important that we provide the public and our customers with a bit of entertainment – as well as making Virgin a nice place for our people to work (e.g., VAA erected a sign over the BA-sponsored, late finishing London Eye saying: *BA Can't Get It Up*; Virgin Mobile UK launch included naked people in a transparent phone to show Virgin Mobile had “nothing to hide”; Virgin Cola's launch in the US saw Richard drive a tank down 5th Avenue and then “blow up” the Coke sign in Times Square, mocking the “cola wars”).

### The People

Virgin is a diverse organisation so there are no set personality profiles for being a Virgin person. However, Virgin is a fast-moving environment so they do tend to recruit people who like to be given responsibility, who like to be given scope to try new ideas, and who can cope with being thrown in at the deep end.

Each area of Virgin has some broad principles:

- We know what kind of people we want and we work hard to recruit the best
- We train them properly
- We allow them freedom to be themselves
- We trust them to make the right decisions, and the odd mistake is tolerated
- We believe in karma – we're loyal to them and they're loyal to us

So, who's a Virgin Person??

*“Virgin people are easy to spot. They act in unusual ways, as it's the only way they know how. But it's not forced – it's natural. They are honest, cheeky, questioning, amusing, disruptive, intelligent and restless... Virgin people are smart”*

Virgin.com

*"I joined Virgin because I wanted Rock 'n' Roll. I wanted the big challenge, the big job, the big car, but I wanted rock 'n' roll as well."*

Finance Director on why he joined Virgin

There are certain attributes that we look for future employees to possess. A Virgin person would typically:

- Have a passion for new ideas
- Think 'differently'
- Have signs of creativity
- Can smell new business opportunities
- Always listens to customers

Facts and figures about Virgin:

- 100% brand awareness in UK; 96% in Australia; 56% in USA
- Number one brand to represent Britain in the future
- Number one most respected brand amongst men
- Second most "responsible" brand (after Body Shop)
- Forbes' 4<sup>th</sup> best-marketed brand in the world (after Dell, Sony, Harley Davidson)
- More trusted than the Bank of England

Branson = Virgin = Branson.

You may wish to visit Virgin's website for more information on the many companies that comprise Virgin (<http://www.virgin.com/atoz/?p=5&all=show>)

## During The Program

- Participate!
- Submit questions to be addressed by Sir Branson during his broadcast. He will respond to questions for the entire 90 minutes, so again, your submission of questions is critical to the success of the program. To submit questions, complete the Question Sheet (found on the next to last page of this guide), submit an e-mail, or call in when prompted during the program.
- Sir Branson asks that you engage in the questions and answers. If you wish, use the following pages to take notes on points important to you.

Richard Branson

## Richard Branson

[illegible]

Richard Branson

Richard Branson

[illegible]



Richard Branson

Richard Branson

[illegible]

Richard Branson

Richard Branson

## More notes

[illegible]

Richard Branson

Richard Branson

Richard Branson

[illegible]

## Richard Branson

## Richard Branson

Leadership Attribute	Impact on Your Team If Incorporated In Your Approach
1.	
2.	

## Richard Branson

Virgin Group website

Harvard's John Kotter surveyed 200 executives at highly successful companies and interviewed 12 individuals in depth. He concluded that early in their careers his leaders had opportunities to lead, to take risks, and to learn from their successes and failures. He specifically identified the following as important developmental opportunities: 1) challenging assignments early in a career, 2) visible leadership role models who were either very good or very bad, 3) assignments that broadened knowledge and experience, 4) task force assignments, 5) mentoring or coaching from senior executives, 6) attendance at meetings outside a person's core responsibility, 7) special development jobs (executive assistant jobs), 8) special projects, and 9) formal training programs.

1) What are YOU doing to develop leaders in YOUR organization?

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

## Richard Branson

Entelechy, Inc.

[illegible]

- Challenging assignments early in a career
- Visible leadership role models who were either very good or very bad
- Assignments that broadened knowledge and experience,
- Task force assignments
- Mentoring or coaching from senior executives
- Attendance at meetings outside a person's core responsibility,
- Special development jobs (executive assistant jobs)
- Special projects
- Formal training programs

*I believe in benevolent dictatorship provided I am the dictator.*

Richard Branson

*One of the sad realities of big business is that often people tend to forget the bit about making decisions, which is why so many large companies seem to suffer from inertia.*

Richard Branson

**Activity 3: Extreme Makeover – Going Virgin**

“I think one of the reasons for our success is the core values which Virgin aspires to. This includes those that the general public thinks we should aspire to, like providing quality service. However, we also promise value for money, and we try to do things in an innovative way, in areas where consumers are often ripped-off, or not getting the most for their money. I believe we should do what we do with a sense of fun and without taking ourselves too seriously, too! If Virgin stands for anything, it should be for not being afraid to try out new ideas in new areas.”  
– Richard Branson

Imagine that you had access to Sir Richard Branson to serve as a consultant for your group for a week. What changes might Richard Branson suggest? Think in terms of Virgin’s core values:

Value for Money \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Good Quality \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Brilliant Customer Service \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

*Our model is to develop each business separately with its own shareholder and management – this way we can concentrate on the job in hand, rather than be part of some enormous and faceless conglomerate.*

Richard Branson

Innovative \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Competitively Challenging \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Fun \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**\*\*Put an asterisk next to the top TWO ideas that you will be able to \*\*  
\*\*implement in your department or organization.\*\***

**Use the Action Planning activity to plan your makeover.**



## Activity 4: Experience Everything

Richard Branson is known for his exploits – for DOING stuff. While it would be easy to dismiss his actions as those of an adrenaline junkie (an accusation to which Branson would respond, “guilty as charged”), there is value in being able to draw from experiences to lead a company or department.

Moreover, it's what Branson DOES with the experiences that helps him grow as a leader and entrepreneur. Branson continually sets challenges for himself – and then sets out to achieve them. Along the way – through victories and failures – he learns.

Reflect on your experiences. What have you learned from them and how have you applied them in your role as leader?

*My biggest motivation?  
Just to keep challenging  
myself. I see life almost  
like one long University  
education that I never  
had - every day I'm  
learning something new.*

## Richard Branson

*It is impossible to run a business without taking risks. Virgin would not be the company it is today if risks had not been taken.*

Richard Branson

[illegible]

Richard Branson

[illegible]

*What's the quickest way  
to become a millionaire?*

*Borrow fivers off  
everyone you meet.*

Richard Branson

*I don't think of work as  
work and play as play.  
It's all living.*

Richard Branson

*You'll learn more about a  
road by traveling it than  
by consulting all the  
maps in the world.*

Hannibal

### Final Activity: Action Planning

Imagine that your leadership development begins today. Picture yourself six months from now. You're reflecting with a sense of pride and satisfaction on what you've accomplished since the broadcast. As you look back, what one thing brings you the most pride?

---

---

---

---

Back to the present. With the above goal set for six months from now, what intermediary steps do you need to take to reach that goal?

- What do you need to do within three months?

---

---

---

- What do you need to do by the end of this month?

---

---

---

- What do you need to do by the end of this week?

---

---

---

- What do you need to do tomorrow?

---

---

---

## Materials Written By or About Richard Branson

The following materials are written by or about Richard Branson and are listed in order of publication date:

“The Gonzo Way of Branding”, *Fast Company*, Issue 87, October 2004, Page 91, by Alan Deutschman. Also at <http://www.fastcompany.com/magazine/87/branson.html>.

Sir Richard Branson: The Autobiography by Richard Branson. Longman Cheshire Pty Ltd (December 1, 2002).

Big Shots: Business the Richard Branson Way by Des Dearlove. Capstone; second edition (December 15, 2001).

The New Global Leaders: Richard Branson, Percy Barnevik, David Simon and the Remaking of International Business by Manfred F. R. Kets de Vries and Elizabeth Florent-Treacy. Jossey-Bass (March 5, 1999).

Losing My Virginity: How I've Survived, Had Fun, and Made a Fortune Doing Business My Way by Richard Branson. Three Rivers Press (October 19, 1999).

Richard Branson: The Authorized Biography by Mick Brown. Trafalgar Square Publishing; New Ed edition (February 1, 1998).

Forbes® Greatest Business Stories of All Time by Forbes Magazine Staff/Daniel Gross. Wiley (August 7, 1997).

Richard Branson, Virgin King: Inside Richard Branson's Business Empire by Tim Jackson. Prima Lifestyles (January 31, 1996).

## **SECTION 2**

### **FORMS**

**Question Sheet**

Use this form to write your question for Richard Branson for discussion. Please write legibly.

**Name (optional):**

---

**Organization:**

---

**Location:**

---

**Your question (25 words or fewer):**

---

---

---

---

---

---

---

Fax 1.877.892.0170 (from within U.S.)

Fax 646.349.3661 (from outside U.S.)

Email: *leadership2004@linkage-inc.com*

Tel 1.800.489.8814 (from within U.S.)

Tel 801.303.7412 (from outside U.S.)

---

# LINKAGE EXCELLENCE IN MANAGEMENT & LEADERSHIP SERIES EVALUATION FORM

## *Lessons in Leadership Featuring Sir Richard Branson*

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781.402.5556.

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

ORGANIZATION \_\_\_\_\_

Please indicate functional area (only circle one):

Finance   Human Resources/Organizational Development   Manufacturing/Operations   Marketing   R&D   Sales  
Other (specify) \_\_\_\_\_

How many people do you have reporting to you (include all levels)? Number: \_\_\_\_\_

Please indicate your job level (only circle one):

☐ President or Officer   ☐ Vice President   ☐ Director   ☐ Manager/Supervisor   ☐ Individual Contributor

-----  
1) Please indicate a rating for each of the statements below by checking the appropriate box.

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
The length of the presentation was ideal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a result of participating in this program, I will be more effective in my role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The participant materials were useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Q&A session was valuable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2) Please give a general overall comment about the program.

\_\_\_\_\_  
\_\_\_\_\_

3) Any suggestions on what we can do to improve?

\_\_\_\_\_  
\_\_\_\_\_

4) May we use any of these comments for promotional purposes (including name and organization)?   Y   N

5) On a scale of 1-10 (10 = Outstanding), how would you rate this session?      Rating: \_\_\_\_\_

6) Which speakers are you most interested in seeing at the next Linkage Excellence in Leadership & Management Series? (Please rate your top five, "1" being most interested.)

\_\_\_ James Champy  
\_\_\_ Deborah Tannen  
\_\_\_ Steve Jobs  
\_\_\_ Philip Knight

\_\_\_ Edgar Shein  
\_\_\_ Maya Angelou  
\_\_\_ Francis Hesselbein  
\_\_\_ John Scully

\_\_\_ Margaret Wheatley  
\_\_\_ Robert Kaplan  
\_\_\_ Chris Argyris  
Other \_\_\_\_\_

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781.402.5556.